

Mestrado em Gestão de Informação
Master Program in Information Management

IMPROVING THE ACCOUNT MANAGEMENT PERFORMANCE IN BILLY MOBILE

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Internship report presented as partial requirement for
obtaining the Master's degree in Information Management

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November 2016

ACKNOWLEDGEMENTS

I would like to thank for their great support my friends Vikram and Maikel, my parents that even from distance they were always supporting me and motivating me to provide this work.

ABSTRACT

The report aims to present an internship report on an online advertising network “Billy Mobile”. The main **purpose** of the internship report is to bring out the key role of the intern as an account manager in the advertising department at Billy Mobile. As an account manager in the advertising team, the main tasks involved were to provide feedback, technical support, planning and optimisation for the account, as well as developing a relationship with the customer. Though, due to the high amounts of accounts that are been managed by each account manager at the departments was leading to a low performance of the account manager itself but also to a loss of a competitive advantage on the market. The **problem** addressed in the internship report is what means or what factors can account manager improve upon to enhance their performance to provide Billy Mobile a competitive edge in the industry

The particular paper analyses the critical factors which are high related to a successful long-term relationship, through a questionnaire which has been answered from the accounts of the author. The analysis reflects the current performance of the author as an account manager, by representing the general account management manners. Trust, commitment, transparency, knowledge, communication and an overall satisfaction are high related to the performance of a customer relationship. As a solution to the particular issues the paper suggests the key account management model which separates the key dealing accounts and giving them the appropriate time and attention.

The paper concludes the performance of the intern as a successful account manager and showing signs or key areas of improvement. The research analysis also gave an inside view of how Billy Mobile worked and operated as an advertising department separating the operations of direct advertisers and networks. This was a key difference to analyse the role of account manager as both direct advertisers and networks work in a different manner. The intern though his experience of working in the position for 6 months is able to provide critical analysis for the position by recommending that only key accounts be handled by account managers rather than all accounts which has proved to be a time consuming and a waste of resources in certain aspects.

Keywords: - Mobile Marketing; Digital Advertising; Account Manager; Key Account; Customer Relationship;

INDEX

1. Introduction.....	1
1.1 Problem & Research Question:	1
1.2 Research Objectives	1
2. Internship at Billy mobile	2
2.1 Billy Mobile	2
2.2 Service Delivering By Billy Mobile.....	6
2.3 Internship at Billy Mobile.....	8
2.3.1 Internship objectives.....	8
2.3.2 Role and Tasks at Billy Mobile.....	8
2.4 Internship Daily Activities	8
3. Theotirical Approach: Customer Relationship Key Account Management And Its Role	12
3.1 Customer Relationship Management.....	12
3.2 Key Account Management	13
3.3. Role of Key Account Manager & Its performance	13
4. Research Methodology.....	16
4.1 Research Design.....	16
4.2 Data Collection	16
4.3 Sample Population.....	17
4.4 Sampling Frame	17
4.5 Quantitative Research and Questionnaire	17
4.6 Qualitative Research and Interview.....	18
4.6 Data Analysis	18
5. Research Analysis	19
5.1 Qualitative Analysis	19
5.3 Factors of performance	24
5.3.1 Commitment	24
5.3.2 Trust.....	25
5.2.3 Knowledge	25
5.2.4 Transparency & Communication:.....	26
5.2.5 Satisfaction	28
6. Conclusion	29
7. References.....	30

LIST OF FIGURES

Figure 1: - Business Model Canvas of Billy Mobile	3
Figure 2: - Operation Model of Billy Mobile in 2016, <i>source: Billy Mobile</i>	4
Figure 3: - Business Model of Billy Mobile in 2016, <i>source: Billy Mobile</i>	5
Figure 4:- Interstitials, <i>source: Billy Mobile</i>	6
Figure 5: - Redirects, <i>source: Billy Mobile</i>	6
Figure 6: - Pop’s up, <i>Source Billy Mobile</i>	7
Figure 7: - Banners, <i>Source Billy Mobile</i>	7
Figure 8: - Billy’s Panel	9
Figure 9: Billy’s Panel offers data and stats	9
Figure 10: - Daily Activities	11
Figure 11: - Mean & Mode Representation for the Factor of Commitment	24
Figure 12: - Mean & Mode Representation of the Factor of Trust.....	25
Figure 13: - Mean & Mode Representation of the Factor of Knowledge.....	25
Figure 14: - Mean & Mode Representation of the Factor of Transparency	26
Figure 15: - Mean & Mode Representation of the Factor of Communication	27
Figure 16: - Mean & Mode Representation of the Factor of Satisfaction	28

LIST OF TABLES

Table 1: Skills and qualities of the ideal Key Account Manager, <i>source McDonald and Rogers, 1998</i>	14
Table 2: - Statements for the Factor of Challenges	20
Table 3: - Statements for the Factor of Differences in Advertising Department.....	21
Table 4: - Statements for the Factor of Advantages	22
Table 5: - Statements for the Factor of Direct Advertisers and Networks.....	23

LIST OF ABBREVIATIONS AND ACRONYMS

CPA Cost Per Action.

CPL Cost Per Lead.

CPI Cost Per Install.

1. INTRODUCTION

The particularity of a such dynamic environment of the digital advertising industry is persuading the agencies to interact more and more with its partners and clients. Sergio Aicardi (September 9,2015) likens on his article a digital agency as a sport team with each individual having a unique role and skill which contributes to the team's diversity by expanding his knowledge on the others areas of digital advertising. Though, a critical factor of a successful digital agency is not only to have a perfect expertise team but the client agency relationship. Lack of the key factors that lead to the strong clients – agency relationships can harm your success in acquiring and maintaining your clients/partner's long term.

According to Gosselin and Heene (2005), account Management, as the dedicated department of sales, marketing processes (customer satisfaction, channel and relationship management etc.) which mainly directed and exposed to key customers in business and industrial markets, forms a crucial and a practical implementation of strong long term lasting buyer/seller relationships. Therefore, account management contributes to a customer – focused strategy. Thus, it leads to a competitive advantage that rises the performance of the company, which ultimately direct to a shareholder value creation.

More than its practical importance, academic interest in account management has been restricted to either describing it as: a new phenomenon of an innovative sales channel (1970s and 1980s); a practical application of relationship marketing (mid 1990s); or an innovative type of organisation capable of managing complex interactions with global customers (2000s) (Gosselin and Heene, 2003, 2005; Homburg et al., 2000; McDonald et al., 1997; Millman and Wilson, 1995;).

The presented paper aims to show the impact and the importance of the role of an account management in Billy Mobile and then to suggest an account management model which will strengthen its account management team and offers a greater advantage in the particular market.

1.1 PROBLEM & RESEARCH QUESTION:

The question and problem, that most of the companies which are mainly customer – service oriented face, is what and how they can increase the performance of its account management team so that to gain a higher competitive advantage and value in its particular industry?

Therefore, research on the presented work comes to enlighten on the above speculation by analysing the main factors that forms and strengthen a client – agency manager relationship and provide a higher shareholder value on the market and industry.

1.2 RESEARCH OBJECTIVES

- To analyse the current stage of the relationship between account manager and advertiser within Billy's advertising team.
- To suggest an account management model which aims to rise the performance and effectiveness of the department of account management in Billy Mobile.

2. INTERNSHIP AT BILLY MOBILE

A lot was learnt during the six-month internship at Billy Mobile. This chapter contains a brief description about Billy Mobile and the ways in which it operates its business activities. The last section of the chapter involves an interview analysis with the intent to bring out the contrasts in working roles of myself and other team colleagues.

2.1 BILLY MOBILE

Billy Mobile is an Ad Exchange that programmatically connects advertisers with high traffic publishers in a mobile environment. Its mission is to optimize advertisers' ROI and to maximize publishers' income. Its vocation is 100% technological and international, with operational capacity in the whole world. Corporate culture is the most valuable asset owned and which best defines Billy.

Billy Mobile's competitive advantage is located in the automatized optimization and real-time capacity of its technological platform Active Bx, the self-developed and exclusively used algorithm capable of creating predictive models to decide when, where and to who an advertisement will be shown, and this way obtain the highest performance.

Nowadays, the company is working in the development of new advertising formats and focused in offering a personalized and high quality service in its direct relations, both with advertisers and publishers.

Below is presented its business Model followed by its description.

Business Model of Billy Mobile (Refer Figure 1):

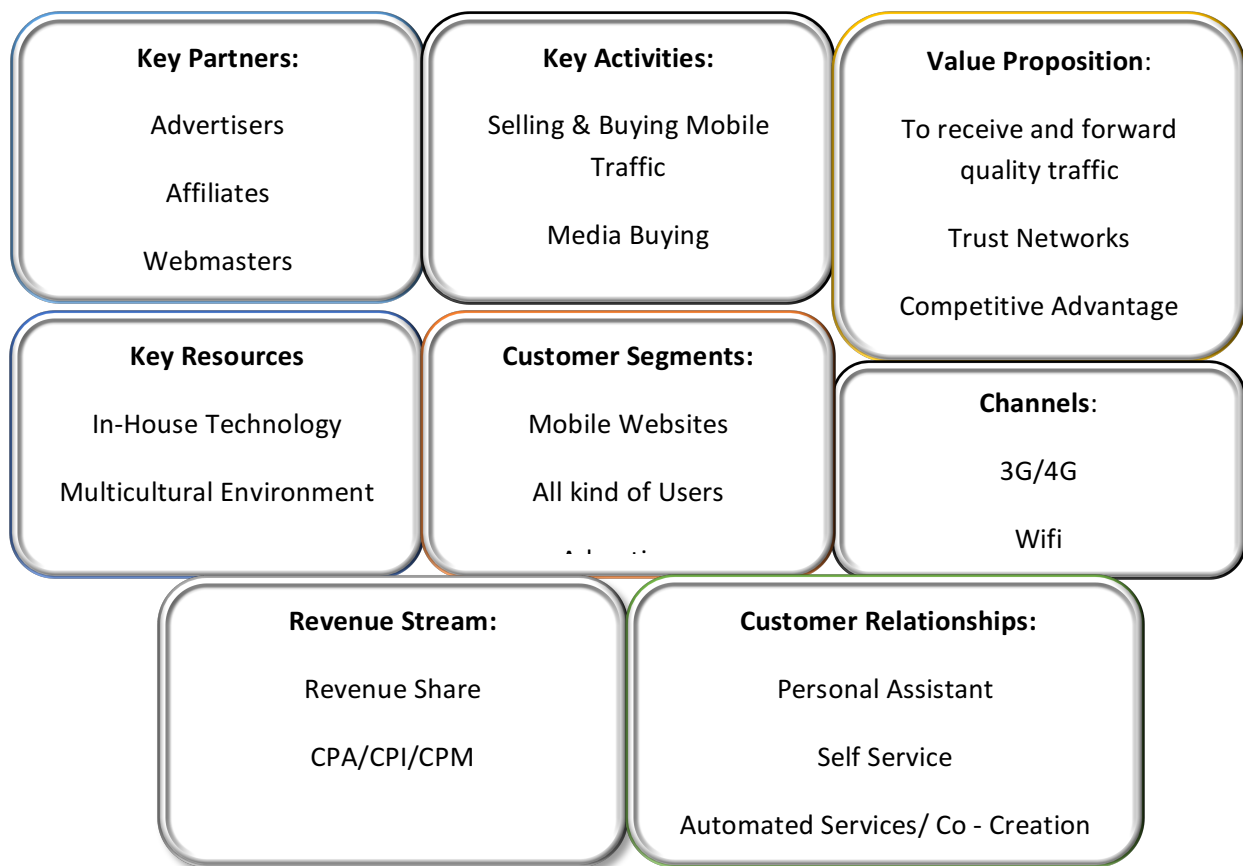


Figure 1: - Business Model Canvas of Billy Mobile

Key Partners

Billy Mobile as an ad network its main partners are Advertisers who buy the traffic so that they can target the requested audience in order to sell their products. On the other side the Affiliates/ad – networks to whom Billy buys traffic so that to provide the traffic to its advertisers.

Key Activities

Buying traffic from the partners such as affiliates, ad-networks, or Media buying. Then that traffic is sold to the advertisers or ad networks who would like to promote their offers.

Value Proposition

Receiving and forwarding quality traffic by its trusted direct publishers and affiliates. Providing a competitive advantage to the industry.

Key Resources

Billy's Team is consisted by a high value and skilled of technology and programing team. Programmers and Information Technologies generate in-house each technology solution piece of the whole puzzle of the company.

During my internship in the internship and being working here in the present, I had the great opportunity to live the transformation of the company from ad network to ad Exchange.

Below it is presented the before and after business model of the company:

Before:

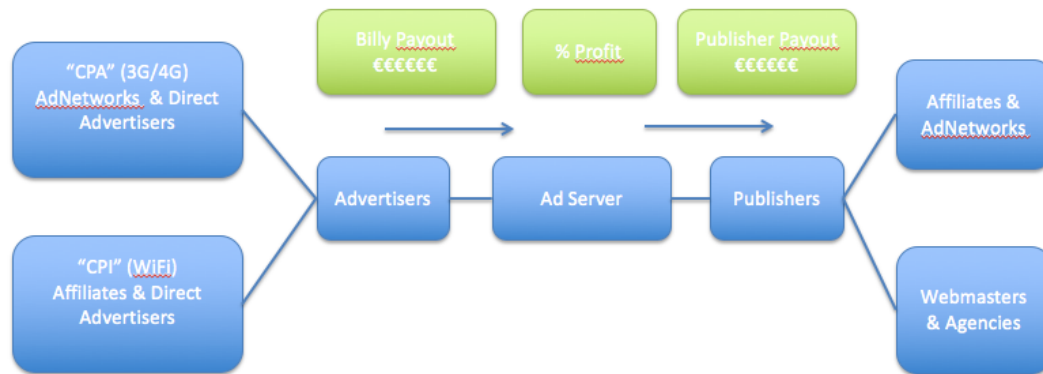


Figure 2: - Operation Model of Billy Mobile in 2016, source: Billy Mobile

Following the above figure, Billy Mobile has an in house ad server which provides it to the advertisers in which they can promote their products to a specific target worldwide. For every conversion for each advertisement the advertisement pays Billy in CPA models or CPI. Meanwhile Billy buys traffic from publishers in order to sell the traffic to the advertisers. For every conversion of the advertisement Billy pays the publisher according the payment model of the advertisement. Therefore, the profit of Billy will be the revenue from the advertisers minus the cost that came from the publishers.

Today:

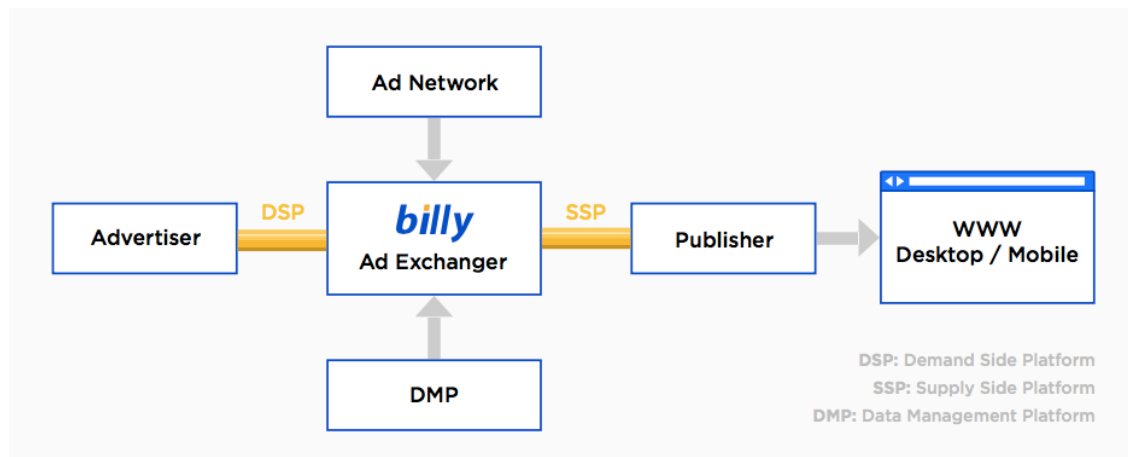


Figure 3: - Business Model of Billy Mobile in 2016, source: Billy Mobile

Today Billy Mobile provides a marketplace where advertiser and publishers exchange campaigns and traffic. Using the Demand side platforms (DSP) serves advertisers or ad agencies by bidding for their campaigns in multiple ad networks automatically. From the supply side uses Supply side platforms (SSP) which serves publishers by registering their inventories (impressions) in multiple ad networks and accepting the most beneficial ads automatically. Data Management Platforms (DMP), serves DSP, SSP and ADX by providing user historical data (usually in real-time) for better matching. Ad exchanges (ADX) combine multiple ad networks together (Muthu Krishnan, 2009).

2.2 SERVICE DELIVERING BY BILLY MOBILE

This section discusses the various ad formats available for digital advertising.

Interstitials

Process: The user enters a website in its browser → the landing page of the ad appears. The landing page usually comes with an X button, allowing users a chance to close/skip the ad. (Refer Figure 4).



Figure 4:- Interstitials, source: Billy Mobile

Process: The user enters a website in its browser → The user is redirected to the advertiser's approved landing page. In order to avoid it the user can click the back button (Refer Figure 5).



Figure 5: - Redirects, source: Billy Mobile

Pop under/Pop up

Process: The user clicks anywhere in the website. → A tab is opened behind the current page for pop under and in a new tab on top of the current page in the case of pop ups. (Refer Figure 6).



Figure 6: - Pop's up, Source Billy Mobile

Banners

Process: The user clicks on a banner. → The use is taken to the approved ad (Refer Figure 7).



Figure 7: - Banners, Source Billy Mobile

2.3 INTERNSHIP AT BILLY MOBILE

2.3.1 Internship objectives

Objectives of the internship were:

- To Grow business with existing clients and partners;
- To upsell additional services as appropriate.

2.3.2 Role and Tasks at Billy Mobile

Position: - Account Manager

My internship position at Billy Mobile was of an acquisition/account manager for the advertising team. I was responsible for acquiring and integrating new advertising networks and managing their accounts in order to optimize and maximize its utilization.

According to the business dictionary, account manager is “An employee whose job is the day-to-day support of a particular customer’s account with a business, and who serves as the primary point of contact and the company. The account manager position can provide customer support, technical support, planning. The account manager position can provide customer support, technical support, planning and optimization for the account, as well as developing a relationship with the customer”.

My mainly internship tasks during my internship period:

1. To create a suitable and effective strategy when working with clients and partners
2. To act as the primary point-of-contact with ad network and publisher partners throughout technical integration process, troubleshooting issues as they arise and ensuring a successful implementation;
3. To consult with ad networks to understand their campaign and insights goals and provide relevant strategy and analysis, setting expectations properly and ensuring that studies are set up for success;
4. To Act as liaison between clients, partners and internal teams to scope and prioritize new feature requests;
5. To review and upload offers in the system

2.4 INTERNSHIP DAILY ACTIVITIES

Working in Billy Mobile was more than a unique experience. Working in a such rapidly changing and demanding environment of the market and sector never allows you to get bored of it. Billy Mobile as a start-up is changing rapidly and day by day is being improved and reformed better. Thus, week by week tasks are distributed in different ways, different strategies are being implied.

A usual day in the work as an account manager in the Advertising acquisition team was beginning at 9:00 - 10:00 am. First important task was to check the performance of all the offers I had with my all accounts. In case of drop of the performance of a specific offer a deeper analysis was requested, in order to give an appropriate feedback to give to the partner. Later on, it was the review of the emails. Checking the emails for any updates of the of the offers and if any request of the clients. Furthermore, review, analyse and choice of the offers that they have been suggested and shared by the advertisers was made. Analysing the current data of the current situation of the company (competitive offers, pay outs, performance for the specific targets) and selecting the most competitive offers.

Reviewing and analysing the offers we use the in house built panel (Refer Figure 8, 9)

Figure 8: - Billy's Panel

<div> <div>Apply settings</div> <div>Close</div> </div>											
Offer	Clicks	CR	Conversions	Billy RPA	Publisher eRPM	Billy eRPM	Publisher Payout	Billy Payout	Profit	GM%	
Slimspots - WW - Mainstream "NEW TEST WW" - All	1,181,470	0.10%	1,224	0.30€	0.26€	0.31€	302.41€	367.12€	64.71€	17.63%	
Slimspots - WW - Adult - Definitive "NEW TEST WW" - All	440,746	0.20%	866	0.28€	0.46€	0.54€	204.68€	239.96€	35.27€	14.70%	
Mobusi - UY - Mainstream - URL Rotador - NO Auto/No APK - wifi	28,311	0.79%	223	0.61€	3.92€	4.82€	110.99€	136.48€	25.49€	18.68%	
Mobusi - WW - Mainstream	627,993	0.06%	399	0.34€	0.17€	0.21€	107.19€	133.95€	26.76€	19.98%	
Mobusi - BH - Mainstream - URL Rotador - VIVA - 3G	16,993	0.91%	154	0.75€	5.68€	6.83€	96.58€	116.02€	19.44€	16.76%	
Mobusi - KW - Mainstream - URL Rotador - 3G	12,676	0.17%	22	1.98€	2.74€	3.43€	34.70€	43.51€	8.81€	20.25%	
Slimspots - WW - Mainstream Definitive - All	525,827	0.01%	75	0.46€	0.05€	0.07€	27.49€	34.42€	6.93€	20.13%	
Mobusi - WW - Mainstream - GEO Categorizado - NO Auto/No APK - All	216,650	0.13%	274	0.11€	0.11€	0.14€	23.90€	29.85€	5.95€	19.93%	
Traffic Company - GB - Mainstream Rotator (Clean) - VODAFONE - 3G	39	2.56%	1	12.00€	252.31€	307.69€	9.84€	12.00€	2.16€	18.00%	
Mobusi - TR - Mainstream - URL Rotador - WiFi	11,930	0.12%	14	0.78€	0.77€	0.92€	9.15€	10.95€	1.80€	16.47%	

Figure 9: Billy's Panel offers data and stats

Below are defined the measurements appeared on the Figure 9.

- **Clicks:** The clicks define the amount of clicks have been made by the users on the banner of the offer;
- **CR:** Conversion rate defines the ratio of the number of conversions generated of the corresponded amount of clicks; eg.: $400\text{conv}/12700\text{ clicks}$;
- **Conversions:** Conversions is called a “sale” that has been made by the user;
- **RPA:** Revenue per action is the revenue that the advertiser pays the agency for a single conversion;
- **eRPM/eCPM:** Average Revenue Per mil clicks is the amount that is generated for every 1000 clicks. It is important to be noted that the eRPM plays the most important role. The eRPM presents the performance of the campaign/offer. Thus, while Billy is performance network the algorithm is been built in that way that choose the most performing- profitable offer for the specific targets and sends there the higher amount of traffic;
- **Publisher Pay-out:** The revenue which has been generated from the traffic that has being sent from the affiliates partners of billy for the particular campaign based on the price that billy offered the offer to the affiliates. Normally, the offered is sold 20 percentage less than the given price of the offer is provided by the advertiser. For instance, if the advertiser pays Billy 1 euro for every sale, Billy pays 0.8 the affiliate for every sale. The 20 remain cents is the profit of Billy.
- **Billy Pay-out:** The revenue that has been generated from the sales of the campaign.
- **Profit:** Billy Pay-out – Publisher Pay-out.
- **GM:** Gross Margin which Billy has for each campaign.

An example of my daily hourly in the work is (Refer Table1):

<i>Week:</i>	Starting Time: 10:00				
<i>10:00</i>	Reviewing the accounts/offers	Reviewing the accounts/offers	Reviewing the accounts/offers	Reviewing the accounts/offers	Reviewing the accounts/offers
<i>10:30</i>	Preparing Newsletter	Reviewing the accounts/offers	Reviewing the accounts/offers	Reviewing the accounts/offers	Reviewing the accounts/offers
<i>11:00</i>	Weekly Team Meeting	Checking the emails/updates	Checking the emails/updates	Checking the emails/updates	Checking the emails/updates
<i>11:30</i>	Weekly Team Meeting	Talking with Clients	Talking with Clients	Talking with Clients	Talking with Clients
<i>12:00</i>	Checking the emails/updates	Talking with Clients	Talking with Clients	Talking with Clients	Talking with Clients
<i>12:30</i>	Talking with Clients	Reviewing the offers requested	Reviewing the offers requested	Reviewing the offers requested	Reviewing the offers requested
<i>13:00</i>	Reviewing the offers requested	Reviewing the offers requested	Reviewing the offers requested	Reviewing the offers requested	Reviewing the offers requested
<i>13:30</i>	Reviewing the offers requested	Reviewing the offers requested	Reviewing the offers requested	Reviewing the offers requested	Reviewing the offers requested
<i>14:00</i>	Lunch	Lunch	Lunch	Lunch	Lunch
<i>14:30</i>	Lunch	Lunch	Lunch	Lunch	Lunch
<i>15:00</i>	Talking with Clients	Talking with Clients	Talking with Clients	Talking with Clients	Talking with Clients
<i>15:30</i>	Reviewing any issues with clients	Reviewing any issues with clients	Reviewing any issues with clients	Reviewing any issues with clients	Reviewing any issues with clients
<i>16:00</i>	Reviewing any issues with clients	Reviewing any issues with clients	Reviewing any issues with clients	Reviewing any issues with clients	Reviewing any issues with clients
<i>16:30</i>	Uploading offers	Uploading offers	Uploading offers	Uploading offers	Uploading offers
<i>17:00</i>	Uploading offers	Uploading offers	Uploading offers	Uploading offers	Uploading offers
<i>17:30</i>	Uploading offers	Uploading offers	Uploading offers	Uploading offers	Uploading offers
<i>18:00</i>	Reviewing any issues with clients	Reviewing any issues with clients	Reviewing any issues with clients	Reviewing any issues with clients	Reviewing any issues with clients
<i>18:30</i>	Talking with Clients	Talking with Clients	Talking with Clients	Talking with Clients	Talking with Clients
<i>19:00</i>	Talking with Clients	Talking with Clients	Talking with Clients	Talking with Clients	Talking with Clients

Figure 10: - Daily Activities

3. THEOTIRICAL APPROACH: CUSTOMER RELATIONSHIP KEY ACCOUNT MANAGEMENT AND ITS ROLE

The purpose of this chapter is to provide an insight into the background of the internship position and to identify the factors which makes the position of account management work effectively. The first part of the theoretical approach is about the topic of customer relationship management and key account management. The second part is regarding the role of account manager and the last part identifies the critical factors will help an account manager perform their roles in an effective manner.

3.1 CUSTOMER RELATIONSHIP MANAGEMENT

Definition & its perspectives:

Customer relationship Management by its definition are practices, strategies and technologies that enterprises use to manage and have a better insight on their customer needs and also to analyse customer interactions and data throughout the customer lifecycle. By Raman point of view (2006) with CRM companies have a better understanding of their customers and how to generate more value for them. The term emerged in the information technology field in the mid 90s. It is commonly used to describe and define technology solutions to a customer service oriented business. CRM is normally used in a technology context and according to Ryals and Payne (2001) is “information – enabled relationship marketing.

According to Multiwall and Thompson (2009), CRM combines the corporate strategy, business methodology and technology to reach successfully a high range of the goals of the enterprise. Moreover, company which combine sales, marketing, and customer service by implementing CRM, they create and add value to their customers and also to itself (Su,2010). Therefore, Motiwalla and Thompson (2009) claimed that CRM focuses on the customer’s satisfaction and thus to all companies’ activities customer –driven.

Researchers has claimed that main purpose of CRM is to get to know well as much as you can, so it can help companies to provide better services and more appropriate added value to the customers. In addition, Mandic (2011) adds that the key point of success in CRM is the win-win situation, which mean by providing add value to their customers and will get higher OI.

On 2011 Valentim adds that CRM also aims to identify potential customers, define the profile of the customers, keep information of the customers, build a partnership with customers, improve the communication with customers, to provide the proper product to customers so to help with the decision making process. This urges the CRM as an essential tool in order to get familiar with the customers, to save information concerning them and provide value to them.

Mandic (2011) emphasizes that CRM Is one of the most crucial pieces of marketing philosophy. From the business strategy perspective, CRM is to achieve a long term competitive advantage by delivering value and satisfaction to customers and extracting business value from exchange. Though a variety of factors are needed to be considered in order to accomplish the exchange and generate a strong relationship.

3.2 KEY ACCOUNT MANAGEMENT

Ozegovic & Sarac (2012) stress upon the fact that every company needs to identify important clients and any business dealings with them are performed under Key accounts. According to Wengler (2006), these key accounts are responsible for creating value for a company and the process by which it is managed is called Key Account Management (KAM). The entire concept of KAM is new and there are not definite definitions to explain the concept. Natti & Palo (2012) believe that the KAM focusses on 4 key objectives: -

- Creating trust with the client
- Emphasizing relationship Management
- Adapting client focused and client oriented strategies
- Establishing customer satisfaction

Homburg (2000) argues that KAM has made a strong impact in any industry and it is one of the most revolutionizing sources in market orientation seen in the last forty years or so. Even though it is one of the growing and impactful concepts, yet very less research has been made in the topic. Millman and Wilson (1996) describe a key account as an account which has the potential to increase volume or value for the client requiring significant strategic involvement.

Derrick P.G & Aime H (2002) provides two different viewpoint related to key account management i.e. Key Account selling and Key Account Management. Key account selling is driven based on sales whereas Key Account Management is more of strategy driven. For this part the focus would be solely upon KAM. According to Derrick P.G & Aime H (2002), the key account management approach focusses on developing and strengthening long term relationships with key accounts through better servicing and customer specific solution. KAM emphasizes on developing strategic alliances with clients in order to gain a competitive edge in the market.

3.3. ROLE OF KEY ACCOUNT MANAGER & ITS PERFORMANCE

The performance of Key Account Managers, in companies such as Billy Mobile, is actually high related to its social network. Sharma (2006) referred to the success factors in key accounts, but the study concentrated on the account rather than the manager's handling of the account.

McDonald and Roger mention (1998) that Key Account Manager's role varies from stage to stage of the relationship between buyer and seller organizations (1998). Therefore, this applies to that the skills needed are also vary based on the stage of the relationship. McDonald and Rogers (1998, p.120) describe the ideal profile of a Key Account Manager. The came up with four qualities that would allow the manager to perform better and fulfil the expectations of both the selling and the buying company at higher relationship Stages. The four skills are displayed on the table below:

Table 1: Skills and qualities of the ideal Key Account Manager, source McDonald and Rogers, 1998

Skills or qualities	Specific items
Personal qualities	Integrity Resilience / persistence Selling / negotiating Likeability
Subject knowledge	Product knowledge Understanding of business environment / markets Financial knowledge Legal knowledge Computer literacy Languages / cultural knowledge
Thinking skills	Creativity / flexibility Strategic thinking / planning Boundary spanning (e.g. ability to look from different perspectives)
Managerial skills	Communication skills People management / leadership Credibility Administration / organization

In the present paper the Skills or qualities have been identifies as:

1. Commitment & Trust:

Fullerton (2003) indicates the affective commitment as an essential part for successful long-term client – account manager relationships. At the present paper commitment is defined toward a service of account manager as accounts’ desire to maintain a valued relationship with a service brand, based on psychological attachment to that agency. Bansal, Irving, and Taylor 2004; Fullerton 2003; Morgan and Hunt 1994).

Trust is described as a state that exists “when one party has confidence in an exchange partner’s reliability and integrity” (Morgan and Hunt 1994, p. 23).

Smith (1998) found that sellers perceived as similar to consumers are more likely to succeed and be viewed as trustworthy. Nicholson, Compeau, and Sethi (2001) also proved that when values of the individual buyer and seller are similar, it is easier to understand behaviour and make attributions, so the buyer trusts more.

2. Communication/Transparency:

Transparency, i.e. information sharing, is has been described, from Cannon and Homburg (2001) as the extent to which the buying and selling organizations share important information about the current and future stats of the account to the relationship. Lages (2005) argued that transparency is critical to the relationship development and effectiveness.

3. Knowledge:

Bharadwaj (2000) explains the advantages of gathering customer knowledge from encounters and disseminating this knowledge to employees for cross-selling and forecasting product demand. Furthermore, Bolton, Kannan, and Bramlett (2000) provide empirical evidence that IT-enabled loyalty programs enable firms to gain valuable customer knowledge about customers' purchase behaviour. Same, Jayachandran, Hewett, and Kaufman (2004) indicate that customer knowledge processes enhance the speed and effectiveness of a firm's customer response. Glazer (1991), also, argues that firms also reach a competitive advantage by making cumulative customer knowledge available to their customers to help those customers manage their internal operations using information from the firm.

4. Satisfaction:

Based on Anderson, Fornell and Mazvancheryl (2004) consumer satisfaction means the overall evaluation based on the consumer's buying and consumption experience with the particular company. Through the marketing literature there are several researchers, such as Lages and Fernandes (2005), that they emphasised the importance of values by arguing that the consumer is overall satisfied when he fulfils his personal values.

4. RESEARCH METHODOLOGY

This section of the report focuses on the data collection, processing and methods of analysis. Instruments to collect data and their procedures and the target population have also been covered. Zikmund, Babin, Carr and Griffin (2010) define research methodology as an integral part which aims to explain the technical procedures in an appropriate manner for the readers. The research methodology addresses the research and sample designs used for the study. Dawson (2009) describes research methodology as the philosophy or general principles whose main purpose is to guide a research whereas Kombo and Tromp (2009) concur with Zikmund (2010) that research methodology deals with the explanation of the procedures applied in executing a research study.

4.1 RESEARCH DESIGN

Dawson (2002) describes research design as a set of descriptions and justifications for the chosen methodology and research methods. Polit & Beck (2003) define research methodology as the overall plan which serves the purpose of obtaining answers to the research questions being studied. Miller & Yang (2008) and Kothari (2004) explain research methodology as an arrangement of conditions for collection and analysing data in order to combine relevance to the purpose of the research. According to Kothari (2004) research design aims to facilitate smooth running of research objectives, thereby making research as efficient as possible and at the same time revealing maximum information with minimal expenditure of time, money and effort.

The aim of this thesis is to follow a descriptive research design. Lavraka (2008) defines it to be research method where data is collected from a representing sample of individuals using instruments based on primarily interview questions. Orodho (2003) and Kothari (2004) describe it as a design that tends to seem to portray accurately the characteristics of a particular group. Through this descriptive research the researcher is able to answer research questions related to what, why and how technological innovations are able to influence customer satisfaction and in return provide means of increasing customer satisfaction.

According to Orodho (2003), descriptive research designs are used in preliminary and exploratory research in order to allow researchers to gather information and summarize, present and interpret data for purpose of clarification. Mugenda & Mugenda (1999) describes the purpose of descriptive research as for determine and report the way things are in order to help establish the current status targeted population under study.

4.2 DATA COLLECTION

The study relies primarily on primary data collection techniques. The easiest and the most common way to collection information i.e. a questionnaire was used. Schwab (2005) describes a questionnaire as a measuring instrument where individuals answer to a set of questions or respond to a set of statements. Mugenda and Mugenda (2003) and Kothari (2004) further defines a questionnaire as a document consisting of several questions in printed or typed form having a definite order.

In the questionnaire the respondents would be presented with descriptive statements on a Likert scale and are required to rate their scoring to which they perceive a particular statement holds true.

4.3 SAMPLE POPULATION

Lavrakas (2008) defines a population as the finite or infinite collection of individual elements. Whereas Hyndman (2008) describes population as the entire collection of 'things' in which the researcher is interested. Zikumnd (2010) and Kothari (2004) explains that population refers to all the items present in any field of inquiry and could also be known as the entire 'universe'. Polit and Beck (2003) describes the population to the aggregate or the total of all those fitting to a set of certain specifications.

For the internship report the sample population would consist of the existing clients of Billy Mobile who would be in the best position to comment and gauge the performance of their respective account managers.

4.4 SAMPLING FRAME

Lavrakas (2008) describes a sampling frame as list of target population from which the sample is selected whereas Gill and Johnson (2002) define sampling frame as a list of members of the research population from which a random sample may be drawn. Mugenda and Mugenda (2003) and Kothari (2004) further describes sampling frame as the list that comprises of all the elements in the universe.

Lavrakas (2008) describes the sample as a subset of elements which are drawn from a larger population. Kombo and Tromp (2009) and Kothari (2004) describe sample as a collection of units representing the universe they are chosen from. Grestman (2003) signifies the need of sample because of the studies insufficient precision, lack of power to reject a false hypothesis and a waste of time and money. Therefore, it is very important that before collecting data the sample size is calculated.

Polit and Beck (2003) strongly recommend that it is wise to collect data from a small segment than from the entire population else the study would be not only time consuming but also expensive. The drawback of selecting a sample is that it might not reflect the entire population's behaviour, traits, symptoms or beliefs. For this report only clients handled by the researcher were questioned regarding the performance and effectiveness of the researcher as an account manager.

4.5 QUANTITATIVE RESEARCH AND QUESTIONNAIRE

Gillhan (2000) created a comparative study regarding the advantages, disadvantages and the main differences between a questionnaire (quantitative analysis) and an interview (qualitative analysis). According to his study a questionnaire is not only much less time-consuming but also costs less than conducting an interview. For this particular report, opinions and experiences of employees are not enough to elaborate on the unique characteristics on factors evaluating the performance of an account manager. Taking the time factor into consideration the researcher aims to conduct a to take the viewpoint of clients, in this case account of the researcher with their view of its performance and effectiveness.

The questionnaire is created using a Likert scale where the respondents are able to review the statements and rate them accordingly. The Likert scale is measured with "Strongly Disagree" =1, "Disagree" =2, "Neutral" =3, "Agree" =4 and "Strongly Agree" =5.

4.6 QUALITATIVE RESEARCH AND INTERVIEW

According to Bryman and Bell (2007) qualitative method of data collection is rooted in the interpretive methodological principles which provides a detailed description of events, situations and interaction between people and things that are related to the phenomenon under revision. Deniz and Lincoln (2005) and Ghauri and Gronthug (2010) Qualitative research allows the researcher to explore and ponder deeper into the attitudes and at the same time providing understanding of a given context and underlying motivations and values through a detailed description. It provides the researcher the opportunity to add further interpretation and meaning to the quantitative findings. Qualitative research usually uses interviews as means of collecting data to explain the researched topic.

Alby (2010) describes interview as *“a series of questions a researcher addresses personally to respondents. An interview may be structured (clearly defined questions) or unstructured (questions change according to interviewees responses).* The nature of the research being qualitative, the interview consists of open questions that would enable interviewees to define and describe the topic through their experience.

Using interview questions, the researcher aims to bring out the key differences in operations of the advertising department at Billy Mobile.

4.6 DATA ANALYSIS

The data gathered from the questionnaire would be analysed using Microsoft Excel. The data gathered would be coded and scored between 1 to 5 where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5= Strongly Agree. Once coded the data would be entered into the Excel sheet and of this gathered data the mean and mode would be calculated. The mean and mode would help represent the respondent's analysis and opinion regarding the performance and effectiveness of the account manager in question. It will help to trace any loopholes within the existing procedure of how the researcher and her colleagues handle their respective accounts.

For qualitative analysis and the interview, the data obtained from the interview is classified into various categories. The researcher addresses the categories with the opinion of the interviewee and then puts forward his own opinion regarding the understanding of the mentioned categories.

5. RESEARCH ANALYSIS

5.1 QUALITATIVE ANALYSIS

Feedback and Observation within Billy Mobile

This section of the report focusses on the differences in operations and working of the advertising team of Billy Mobile. It is necessary to view the advertising context in this light since it is essential to separate the direct advertisers and networks.

The roles are limited to the advertiser's sections therefore the limitations on research is on that area. As a researcher the key aspects that would be analysed in the research would be the advertiser networks and the direct advertiser.

The primary difference between the two is that advertiser networks are companies similar to Billy i.e. an intermediary whereas direct advertisers are the clients with whom we are directly involved without any intermediaries.

To understand the exact working of the advertising section at Billy, an interview was conducted with a colleague who handles direct advertisers, Advertising Team Manager and myself.

- Respondent A: - Reflection towards Ad Networks
- Respondent B: - Reflection towards Direct Advertisers
- Respondent C: - Reflection of Team Manager

The questions for the interview are focussed to analyse the key challenges, advantages and how can Billy use both the roles in the most effective manner

Questions:

1. **What challenges do you face when you work with network/direct partners?**
2. **What is the difference of a network with an advertiser?**
3. **What are the advantages of a network and what of a direct advertiser?**
4. **How do you think Billy combines the two different types of partnership so that get benefit of it?**

Table 2: - Statements for the Factor of Challenges

<i>Category</i>	<i>Statement</i>
<i>Challenges</i>	<p>Respondent A: “Detect the most competitive offer according to current system and create a trustful relationship with the network”</p> <p>Respondent B: “Accomplish their expectations as they have very high opinions about their own offers”</p> <p>Respondent C: “Networks - Cultural barriers; Same offers with lower pay-outs, dependence from their traffic”</p>

View Point:

Working with direct advertiser or with a third party can be complicated and challenging from both sides. Common challenges for both can be:

- Cultural barriers: Facing a partner that bases to Spain and facing a partner from Germany can be two different situations. Each cultural has its own way of working and its own definition and approach of being professional.
- Accomplishing and gaining their expectations and building a trustful partnership: As a marketing agency the main factor of growing the company is the relationship with the partners. Keep partners happy brings profit to the company. It is important to show them that we are the best option of promoting their products so that they are not wasting their money with us.

At the same time working with accounts of third parties it is a bit more challenging. Receiving hundreds of offers every day, in which more than the thirty percentage we already have them from the direct advertisers seems more complicated. Offers normally should not be duplicated at the system otherwise traffic will be split and lose money of the direct offer. Pay-outs normally are lower than the direct offers. Meanwhile since the third parties are Working from both sides – as an advertiser and as publisher – should be a relative response of both sides. This makes it more complicated because can be the case that the particular network performs differently as an advertiser than the publisher.

Table 3: - Statements for the Factor of Differences in Advertising Department

<i>Category</i>	<i>Statement</i>
<i>Differences</i>	<p>Respondent A: "More flexible about restrictions of promotions, non-owners of the product"</p> <p>Respondent B: "A network is moving offers from third parties and a direct only its own offers"</p> <p>Respondent C: "Network - third party products → commission fee of promotion, direct advertiser - developer of the product → the pay-outs of the promotion are higher"</p>

View Point:

Obviously, an advertiser is the owner of the products and a network is a third party which promotes the offer of the advertiser through other networks. What is the challenging here, is the difference on the pay-out. Simply, let's say the advertiser pays Billy for each sale of its product 1 euro. Then Billy, will promote the offer through other networks in a pay-out of 0.8 or maybe less in order to get profit of 0.2 of each sale.

Table 4: - Statements for the Factor of Advantages

<i>Category</i>	<i>Statement</i>
<i>Advantages</i>	<p>Respondent A: “Networks getting offers and cover the traffic in which are not having current direct offers”</p> <p>Respondent B: “Networks allows you to find offer from any target and countries. This helps to cover traffic needs faster that a direct partner. Direct advertisers are the owners of their products, with them you can find better conditions, develop products as an exclusive, increase the profit”</p> <p>Respondent C: “Direct advertiser: the relationship closer; transparent and easier to get special deals; new/fresh products; higher pay-outs.</p> <p>Network: always blind who is behind and what product you are promoting; pay-outs are not competitive; case of issues the networks disclaim their responsibilities”</p>

Researcher’s Analysis:

The advantages of working with the networks is that you are able to cover the unused traffic. More than that with the networks you can be riskier of how to promote the offers since it is not direct relationship with the advertiser. Even though, a disadvantage of working with advertisers is that in case of issues, such as misleading and illegal way of promotion of the offer, they disclaim their responsibilities and there is a huge loss of money especial when they are not evidences. Moreover, the pay-outs that you get from the networks are lower than the direct advertisers.

From the other side working a direct advertiser first of all is way more beneficial than working with networks. With direct advertisers is always easier to have higher pay out and make exclusive deals.

Table 5: - Statements for the Factor of Direct Advertisers and Networks

<i>Category</i>	<i>Statement</i>
<i>Combination of Advertisers/Networks</i>	<p>Respondent A: "Using the information get from the networks and get opportunities of the global business market."</p> <p>Respondent B: "A perfect balance between clients. As a company Billy takes advantage of the global business from a network and the special deals with direct advertisers."</p> <p>Respondent C: "1. Cover countries/targets uncovered; 2. Bidirectional collaboration."</p>

Researcher's Analysis:

As an account manager of third parties the combination of advertisers and networks is really important. Most important is the use of the information that comes through of the third parties. Too many direct advertisers have been found through the offers that have been shared from a network. Also deals from both sides are really important in order to have a balance within the company. Exclusivity of direct offers to a particular network or special deals with direct advertisers for special networks (publishers) on which they are satisfied with the traffic quality.

5.3 FACTORS OF PERFORMANCE

5.3.1 Commitment



Figure 11: - Mean & Mode Representation for the Factor of Commitment

The above presented figure represents the commitment level of the researcher in the view point of her clients. The commitment level is measured based on the researcher's ability as an account manager to grow individual accounts in terms of money or profit, provide means of improving functionality of the accounts and providing an overall superior value to the accounts so that they could be more recognized. Based on the questionnaire, the clients value the commitment of the researcher as an account manager. With a high mean of '4' the clients rated the effort of commitment to be quite high and agreeing to the fact that the account manager is capable and committed enough to grow their respective accounts and provide superior value in terms of recognition. What lacked in comparison was the account manager's ability to suggest more improved means to achieve monetary gains and work effectively. This factor was rated with a mean of around '3.8'.

5.3.2 Trust

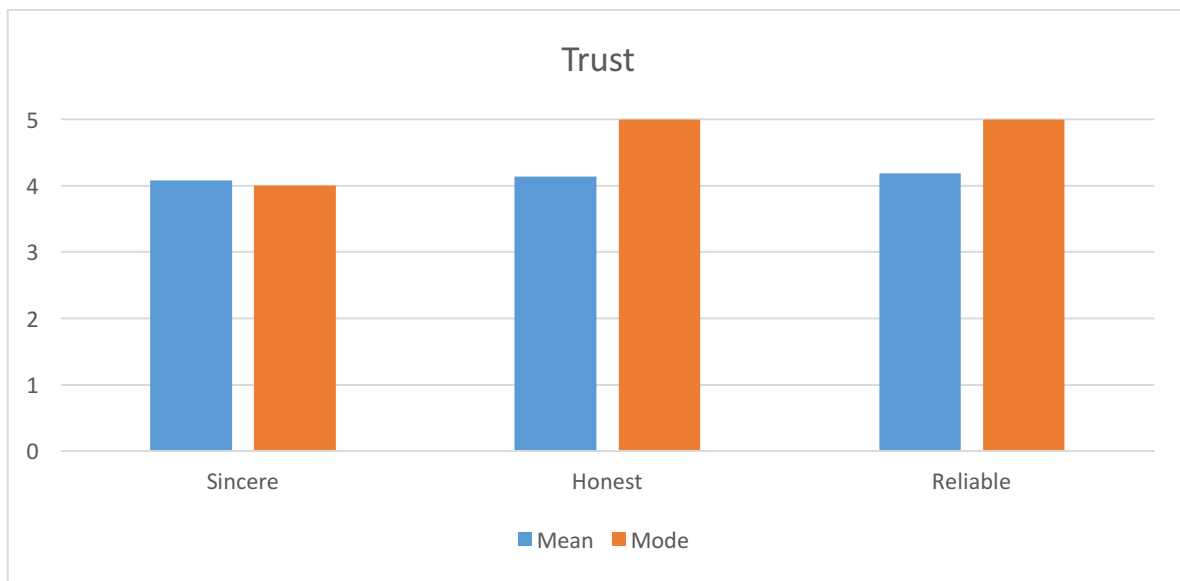


Figure 12: - Mean & Mode Representation of the Factor of Trust

The above factor represents the factor of trust aspect between the account manager and the client. The factor is analysed on the basis of account ability to fulfil promises, being truthful and honest and always being the person the advertiser could count upon. From the responses received it is noted that the clients value the account manager at the highest level. With a mean of '4.2' the account manager is rated to be reliable and trustworthy. She is a person whom the advertiser can rely on at all times. With a mean of '4' majority of the responded are of the opinion that the researcher as an account manager is very sincere at her work and fulfils promises and commitments made.

5.2.3 Knowledge

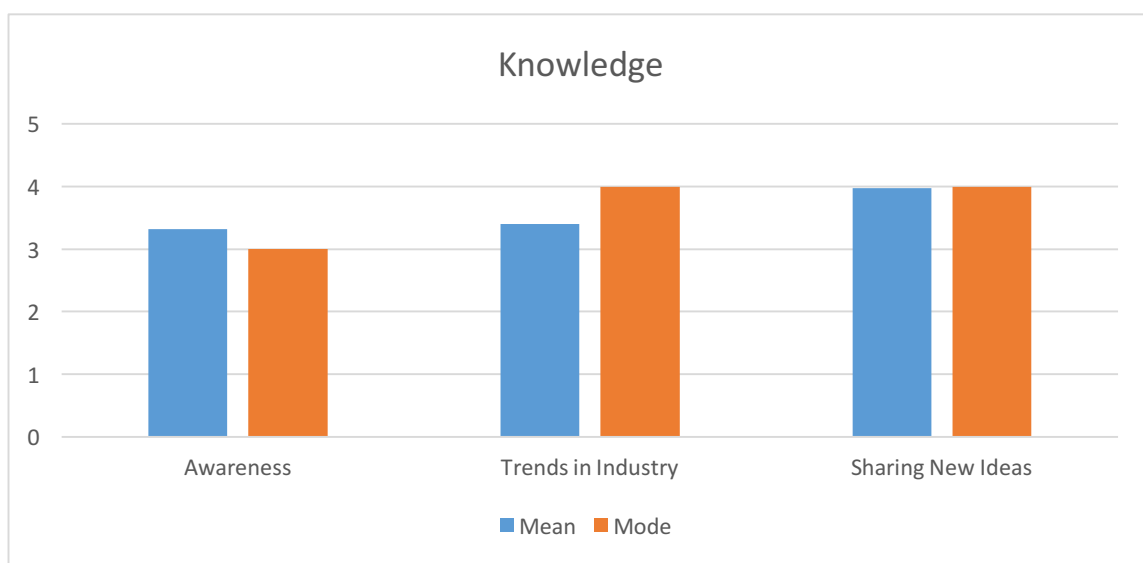


Figure 13: - Mean & Mode Representation of the Factor of Knowledge

The above Figure represents the factor of knowledge as an important trait for measuring the performance of the researcher as an account manager. The factor is analysed on the basis of the account manager's awareness of the mobile advertising industry, different trends and emerging countries with potential markets and their ability to share ideas for improvement or expanding the client's portfolio of advertising offers. With a mean of '4' the clients rate the researcher's ability as an account manager to be quite strong as she is able to convey and share different ideas to expand working horizons along with keeping up with the developing and emerging trends within the industry having significant impact on business. Some of the clients shared doubts regarding the account manager's knowledge about the mobile advertising industry with a mean of '3'. Even though, it could be interpreted wrongly, yet it would give the account manager an opportunity to enhance her skills and improve as an account manager.

5.2.4 Transparency & Communication:

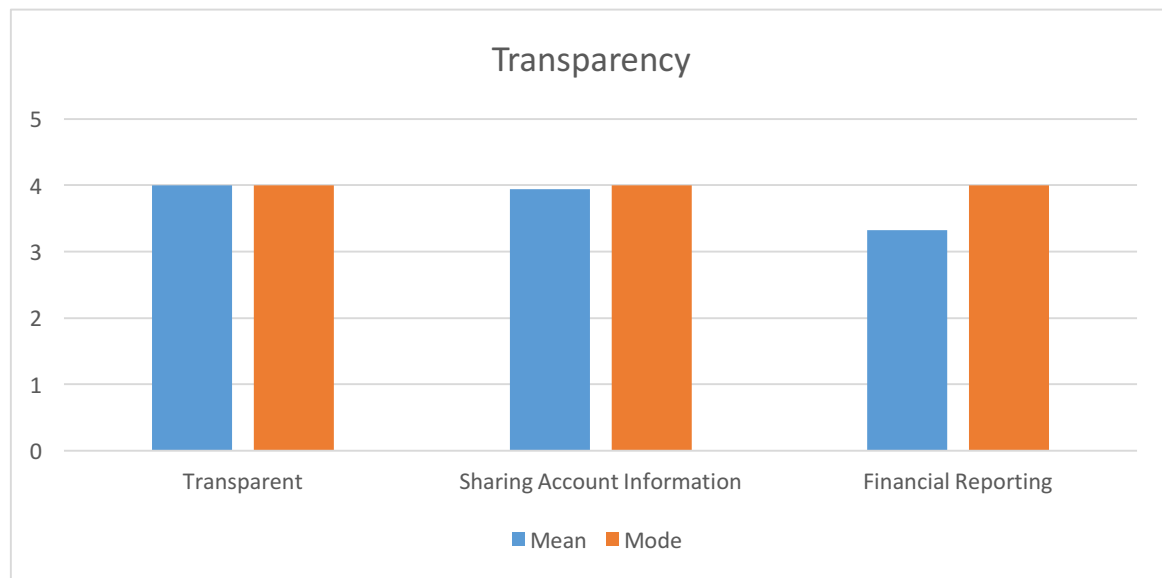


Figure 14: - Mean & Mode Representation of the Factor of Transparency

The above factor represents the transparency aspect between the account manager and the client. The factor is analysed on the basis of account managers monthly reporting, sharing details regarding the clients account and giving the right financial data. With a high mean of '4' majority of respondents agree to the fact that the researcher as an account manager is transparent with the working of their accounts and all necessary information is being passed at the right time. Due to certain doubts or misunderstanding, there are always discrepancies in the monthly financial reporting, therefore this particular objective had a mean of '3.5'. This is something which cannot be changed and the reason for the discrepancy could be anything related to technology, late reporting or even fluctuating currency conversion charges.

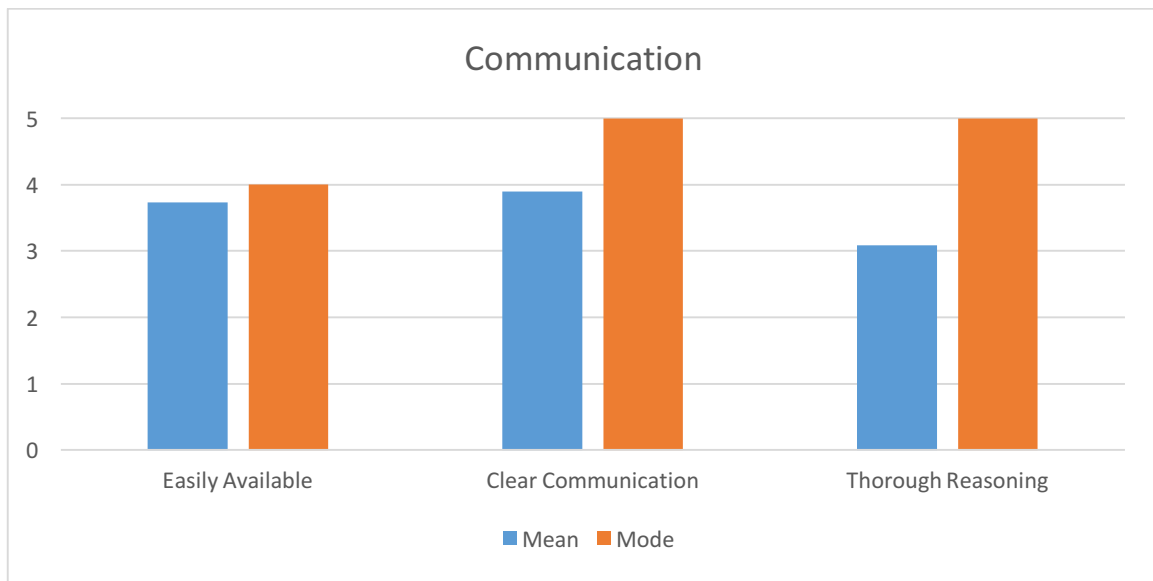


Figure 15: - Mean & Mode Representation of the Factor of Communication

The above factor represents the communication aspect between the account manager and the client. The factor is analysed on the basis of account manager's daily communication with the accounts. With a high mean of '3,7' majority of respondents agree to the fact that the researcher as an account manager is communicated and responds to their needs. Due to certain doubts or dissatisfaction of the feedback taken by the account manager of some accounts leads to a mean of '3.5'. This is something which can be changed through training on different areas needed to be used from the account manager.

5.2.5 Satisfaction



Figure 16: - Mean & Mode Representation of the Factor of Satisfaction

The above factor represents the satisfaction from the client perspective towards to the account manager. The factor is analysed on the basis of account manager's overall performance. Basically the last factor combines the all above and reflects the overall performance of the account manager. With a high mean of '4' majority of respondents agree to the fact that the researcher as an account manager is overall really well performed with the working of their accounts and all necessary commitment, transparency communication, knowledge, trust is being represent in a pleasant level. However, due to the high amount of accounts where the researcher manages, was expected some of them to show less satisfaction which therefore this affects to the mean of "4,2". Managing a high amount of accounts has to be reconsidered by the team while is affecting the overall performance of the account manager.

6. CONCLUSION

The present paper represents an internship report which have been completed as a partial requirement in order to obtain my master in Information Management Systems specialisation in Information Technologies. A six-month internship has been completed in the industry of Online Internet advertising in the online advertising agency "Performance Network Billy Mobile". In Billy Mobile I was as an account manager in the Advertising department. My main role at Billy Mobile was to manage networks as advertisers while the rest of my team was responsible for managing direct advertisers. Generally, the main tasks of an account manager is to provide customer support, technical support, planning and optimization for the account, as well as developing a business relationship with the client in order to develop a long lasting business partnership capable of generating monetary value both.

Billy Mobile being a start-up is facing too many challenges in terms of the effectiveness and efficiency of the current running processes. Focusing on the Account Management processes, all the account managers (current eight persons) manage minimum of forty accounts, no matter the how big or small the accounts are. However, it is well known that the customer relationship plays the protagonist relationship in the perspective of gaining a competitive advantage in the market. Long-term relationships are critical and promising a lot for the future of a such company like Billy Mobile. However, managing minimum of forty accounts was not really giving the proper attention to the important accounts. Through the analysis that have been made from the questionnaire, an overall satisfaction from the accounts asked was 4.2. Even quite high, shows that too many accounts were not happy with the service taken by its account managers. If that 0.8 represents a high revenue accounts, this reflects a huge loss of profit within the company.

Scientific literature suggests to companies the model of Account Management. Companies should identify the important dealing accounts and assign them to Key Account Managers. KAM focus on developing strategies with clients in order to win a competitive edge in the market. Though, in the perspective of a successful strong long-term relationship several high related factor should be taken in consideration. Transparency/communication, trust, commitment, knowledge of the industry and overall satisfaction are considered as high related factors among a client – account manager relationship. Through the analysis of the report reflects a current client- account manager performance where it shows the importance of an overall performance in terms of customer relationship.

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APPENDIX

Questionnaire:						
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Commitment:						
1.	The A.M strives to make his/her account grow.					
2.	The A.M offers suggestions to improve.					
3.	The A.M delivers superior values to accounts.					
Trust:						
1.	The A.M is sincere in keeping promises.					
2.	The A.M is honest and trustful.					
3.	The A.M could be counted upon in times of need.					
Communication:						
1.	The A.M readily available for communication.					
2.	The A.M clearly communicates all necessary updates for my account.					
3.	The A.M is thorough in communicating with reasoning.					
Knowledge:						
1.	The A.M is aware of the working industry.					
2.	The A.M is update with current of future trends impacting the industry.					
3.	The A.M has the experience to share new ideas.					
Transparency:						
1.	The A.M is transparent with respect to monthly reporting.					
2.	The A.M shares all necessary information related to the account.					
3.	The A.M gives appropriate financial data.					
Satisfaction:						
1.	Compared to other networks I am very satisfied with my A.M.					
2.	My experience with A.M has been pleasant.					
3.	I am overall satisfied with the performance of my A.M.					